

**MISSION ACCOUNTABILITY: A CASE STUDY OF
PERFORMANCE REPORTING IN A LARGE, MULTI-SERVICE
COMMUNITY WELFARE ORGANISATION**

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requirements for the award of the degree**

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ACRONYMS USED

AAA	American Accounting Association
ABEF	Australian Business Excellence Foundation
ABS	Australian Bureau of Statistics
A&C	Advocacy and Communications
ACM	Adelaide Central Mission Incorporated
ACS	American Cancer Society
AIHW	Australian Institute of Health and Welfare
AQTF	Australian Quality Training Foundation
CEO	Chief Executive Officer
CGM	Corporate General Manager
CLSS	Community Legal Service Standards
CSF	Critical Success Factor
CWO	Community Welfare Organisation
DAR	Direct Accountability Reporting
DCW	Department for Community Welfare
DS	Disability Services
EMHR	Executive Manager Human Resources
EMRD	Executive Manager Research and Development
EO	Equal Opportunity
E & T	Education and Training
FaCS	Family and Community Services
FAMQIS	Family Services Quality Strategy Information System
FM	Finance Manager
FRSP	Family Relationship Services Programme
FF	Forsyth Foundation Incorporated
FTE	Full Time Equivalent
GMS	General Manager Services
HACC	Home and Community Care
I C	Industry Commission
KPI	Key Performance Indicator
KSA	Key Success Area
LASP	Lifeline Accreditation and Standards Programme
MoM	Minister of the Mission
MFOR	Monthly Financial Operating Report
MOR	Monthly Operations Report
NSS	Neighbourhood Support Services
OH&S	Occupational Health and Safety
OPMS	Organisational Performance Measurement System
PIR	Performance Indicator Report
PSP	Personal Support Programme
PSR	Periodic Service Review
R & D	Research and Development
ROI	Return on Investment
SRI	Socially Responsible Investment

TL	Team Leader
TQM	Total Quality Management
VMV	Vision Mission and Values Statement
WFO	Weekly Financial Overview

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DECLARATION

This work contains no material that has been accepted for the award of any other degree or diploma in any university or other tertiary institution to Mikolaj Philip Saj and, to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made in the text.

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.....Phil Saj

.....Date

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— **ABSTRACT** —

Community welfare organisations (CWOs)¹ perform an important role in society. They are founded on religious or social values that are given expression through their mission statements. In undertaking their work, many command significant economic resources. While the literature shows an increasing use of performance reporting by CWOs, little is known about the processes through which performance reports are developed and deployed. This thesis attempts to fill this lacuna by investigating the structure and process of, and rationale for, performance reporting by a CWO.

The research was undertaken through a single organisation case study of performance reporting in a large, multi-service CWO. The study employed an interpretive methodology, which was informed by Strategic Choice Theory, using data that was obtained through interviews, observation of meetings and document analysis.

The study found that performance reporting by the organisation was extensive, being undertaken within two distinct but related frameworks: a voluntary system that had been developed within the organisation, and a mandatory system of external reporting. It concluded that performance reporting was essentially the strategic response of a decidedly purposeful, voluntary organisation that chose to operate in a highly regulated welfare system. The contributions to knowledge from this thesis arise from a comprehensive explanation of practice, and a demonstration of the applicability of Strategic Choice Theory to understanding organisational behaviour in a CWO.

¹ See Appendix 1 for a definition of the term Community Welfare Organisation.